



# **The-Open-Group**

## **Exam Questions OGEA-103**

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

**NEW QUESTION 1**

- (Topic 1)

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Sufficient documentation to get permission to proceed. Permission to proceed to develop a Target Architecture to prove out a summary target.	The scope of the problem being addressed. Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns) What summary answer to the problem is acceptable to the stakeholders? Stakeholder priority and preference. What value does the summary answer provide?

Which ADM Phase does this describe?

- A. Phase A
- B. Phase B
- C. Preliminary Phase
- D. Phase C

**Answer: B**

**Explanation:**

Phase B of the ADM cycle is the Business Architecture phase. It describes the development of a Business Architecture to support an agreed Architecture Vision. The objectives of this phase are to describe the baseline and target Business Architecture, identify candidate Architecture Roadmap components based on gaps between the baseline and target, and determine whether an incremental approach is required. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.2 Phase B: Business Architecture.

**NEW QUESTION 2**

- (Topic 1)

Complete the following sentence. In the ADM documents which are under development and have not undergone any formal review and approval process are \_\_\_\_\_.

- A. Called ???draft???
- B. Invalid
- C. In between phases
- D. Known as ???Version 0.1???

**Answer: A**

**Explanation:**

In the ADM documents which are under development and have not undergone any formal review and approval process are called ??draft??. This indicates that they are subject to change and refinement as the architecture development progresses. Reference: The TOGAF® Standard | The Open Group Website, Section 4.2.5 Architecture Deliverables.

**NEW QUESTION 3**

- (Topic 1)

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

1	General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission
2	A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
3	A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
4	The scope and approach that will be used to complete an architecture development cycle

Which deliverables match these descriptions?

- A. 1 Architecture Requirements Specification - 2 Request for Architecture Work - 3 Statement of Architecture Work - 4 Architecture Principles
- B. 1 Statement of Architecture Work - 2 Architecture Principles - 3 Architecture Requirements Specification - 4 Request for Architecture Work

- C. 1 Architecture Principles - 2 Architecture Requirements Specification - 3 Request for Architecture Work - 4 Statement of Architecture Work  
 D. 1 Request for Architecture Work - 2 Statement of Architecture Work - 3 Architecture Principles - 4 Architecture Requirements Specification

**Answer: D**

**Explanation:**

The Request for Architecture Work is a deliverable that is sent from the sponsor and triggers the start of an architecture development cycle. It defines the scope, budget, schedule, and deliverables for a specific architecture project. The Statement of Architecture Work is a deliverable that is produced by the architect and defines the approach and resources needed to complete an architecture project. It forms the basis of a contractual agreement between the sponsor and the architecture organization. The Architecture Principles are a deliverable that is produced by the architect and defines the general rules and guidelines for the architecture work. They reflect the business principles, business goals, and business drivers of the organization. The Architecture Requirements Specification is a deliverable that is produced by the architect and defines the requirements that govern the architecture work. It covers both functional and non-functional requirements as well as constraints and assumptions.

**NEW QUESTION 4**

- (Topic 1)

Consider the following statements.

- \* 1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
- \* 2. More effective strategic decision-making will be made by C-Level executives and business leaders.
- \* 3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.
- \* 4. Digital Transformation and operations will be more effective and efficient.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

- A. 1 & 4
- B. 1 & 3
- C. 2 & 4
- D. 2 & 3

**Answer: B**

**Explanation:**

Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level<sup>12</sup>. It ensures that architectural decisions are aligned with the organization's strategy, objectives, and standards. Architecture Governance also involves establishing and maintaining processes, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects<sup>34</sup>. Moreover, Architecture Governance requires transparency and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers<sup>5</sup>. References:

- The TOGAF Standard, Version 9.2 - Architecture Governance - The Open Group
- Architecture Governance - The Open Group
- Tutorial: Governance in TOGAF's Architecture Development Method (ADM)
- Architecture Governance in TOGAF: Ensuring Effective Management and Compliance
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- [Architecture Governance in TOGAF: Ensuring Alignment and Control]

**NEW QUESTION 5**

- (Topic 1)

Which statement best describes iteration and the ADM?

- A. The ADM is iterative within the first cycle and then between phases
- B. The level of detail is defined once and applies to all iterations
- C. The ADM is sequential Iteration is applied within phases
- D. The ADM is iterative, over the whole process between phases and within phases

**Answer: D**

**Explanation:**

This statement best describes iteration and the ADM. The ADM is iterative over the whole process between phases and within phases because it allows for feedback loops and refinements at any point in the architecture development and transition process. Iteration enables architects to address changing requirements, assumptions, constraints, and environments; to validate and improve architectures; to manage risks and issues; and to ensure stakeholder satisfaction and value realization. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

**NEW QUESTION 6**

- (Topic 1)

Complete the following sentence. In the ADM, documents which are under development and have not undergone any formal review and approval process are called \_\_\_\_\_ Documents which have been reviewed and approved are called \_\_\_\_\_

- A. "draft"- "finalized"
- B. "draft" - "approved"
- C. "concept" - "deliverable"
- D. "Version 0.1" - "Version 1.0"

**Answer: B**

**Explanation:**

According to the TOGAF Standard, 10th Edition, documents which are under development and have not undergone any formal review and approval process are called draft documents, while documents which have been reviewed and approved are called approved documents<sup>1</sup>. Draft documents are typically marked with a version number of 0.x, indicating that they are incomplete or provisional. Approved documents are typically marked with a version number of 1.0 or higher, indicating that they have been finalized and authorized. The other options are not correct, as they are not the terms used by the TOGAF Standard to distinguish between documents under development and documents that have been reviewed and approved. The terms "finalized", "concept", "deliverable", and "Version 0.1" and "Version 1.0" are not specific to the TOGAF Standard, and they may have different meanings or interpretations in different contexts.

References: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 7: Applying Iteration to the ADM, Section 7.2.3 Document Categorization.

### NEW QUESTION 7

- (Topic 1)

Which statement about Requirements Management is most correct?

- A. The purpose of Requirements Management is to process change requests
- B. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle
- C. Requirements Management is a step of all ADM Phases
- D. Requirements Management and stakeholder engagement are placed at the center of architecture development

**Answer: D**

#### Explanation:

This statement about Requirements Management is most correct because it reflects the central role of Requirements Management and stakeholder engagement in the ADM cycle. Requirements Management is not a step of all ADM Phases, but rather an ongoing process that ensures that all relevant requirements are elicited, analyzed, prioritized, and addressed throughout the architecture development and transition. Stakeholder engagement is also a continuous activity that involves identifying, communicating, and managing stakeholder expectations and concerns. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

### NEW QUESTION 8

- (Topic 1)

Complete the sentence The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from \_\_\_\_\_.

- A. Solutions Architectures to Solution Building Blocks
- B. generic architectures to reusable Solution Building Blocks
- C. Foundation Architectures to re-usable architecture assets
- D. generic architectures to Organization-Specific Architectures

**Answer: D**

#### Explanation:

The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from generic architectures to Organization-Specific Architectures. Generic architectures are architectures that have been developed for use across a wide range of enterprises with similar characteristics. They provide common models, functions, and services that can be reused and adapted for specific purposes. Organization-Specific Architectures are architectures that have been tailored to meet the needs and requirements of a particular enterprise or a major organizational unit within an enterprise. They reflect the unique vision, goals, culture, structure, processes, systems, and technologies of that enterprise or unit. Reference: The TOGAF® Standard | The Open Group Website, Section 2.3 Enterprise Continuum.

### NEW QUESTION 9

- (Topic 1)

Consider the following ADM phases objectives.

Objective:

- \* 1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
  - \* 2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
  - \* 3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
  - \* 4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
- Which phase does each objective match?

- A. 1B-2D-3A-4C
- B. 1C-2D-3B-4A
- C. 1C-2B-3A-4D
- D. 1A-2B-3C-4D

**Answer: C**

#### Explanation:

##### •Phase A: Architecture Vision

- oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- oDefine the scope and boundaries of the architecture engagement
- oIdentify the key stakeholders and their concerns and expectations
- oDefine the Architecture Vision statement and the Architecture Definition Document
- oObtain approval and commitment from the sponsors and stakeholders

##### •Phase B: Business Architecture

- oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
- oDefine the Baseline Business Architecture, if not available
- oPerform a gap analysis between the Baseline and Target Business Architectures
- oDefine candidate roadmap components for the Business Architecture
- oResolve impacts across the Architecture Landscape

##### •Phase C: Information Systems Architecture

- oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
- oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
- oDefine the Baseline Data and Application Architectures, if not available
- oPerform a gap analysis between the Baseline and Target Data and Application Architectures
- oDefine candidate roadmap components for the Information Systems Architecture
- oResolve impacts across the Architecture Landscape

##### •Phase D: Technology Architecture

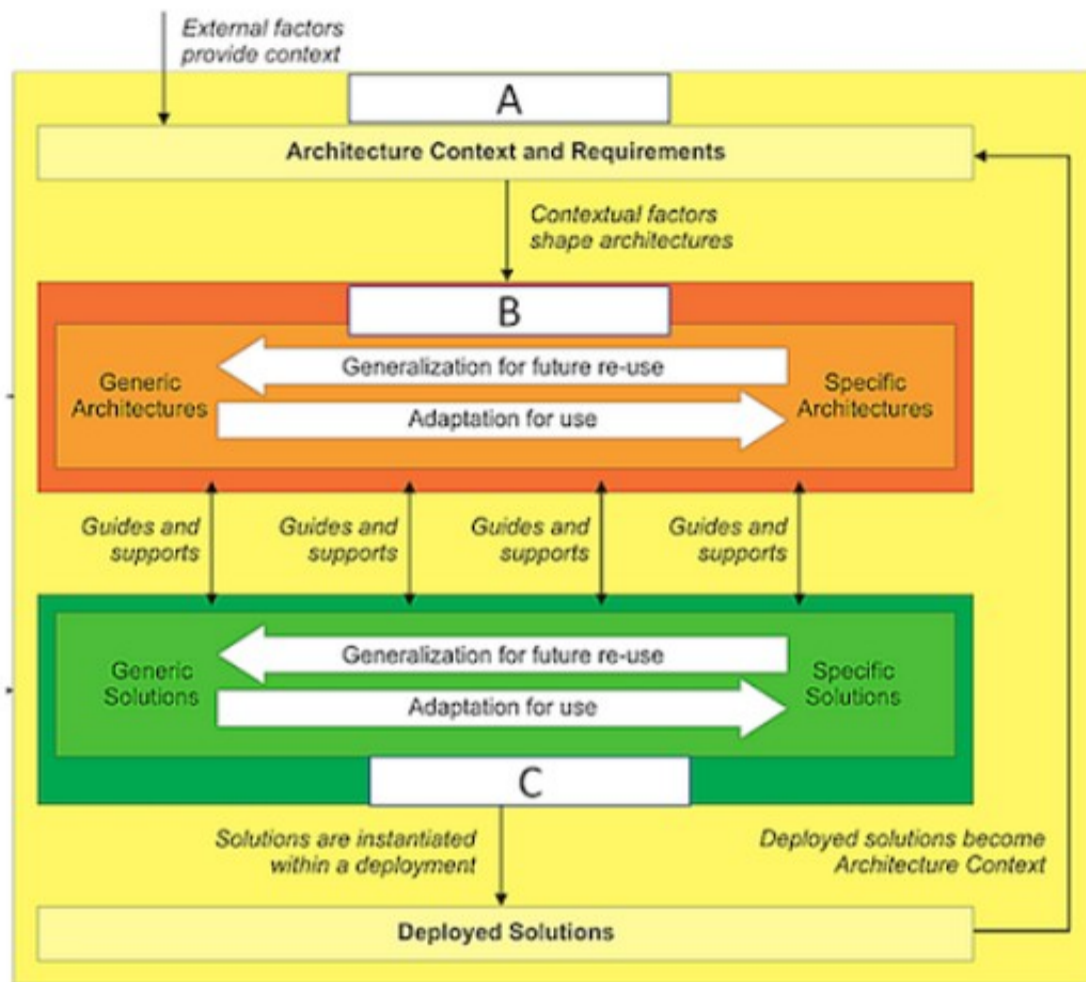
- oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
  - oDefine the Baseline Technology Architecture, if not available
  - oPerform a gap analysis between the Baseline and Target Technology Architectures
  - oIdentify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
  - oResolve impacts across the Architecture Landscape
- Therefore, the correct matching of the objectives and the phases is:

- 1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
  - 2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
  - 3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
  - 4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
- References: 1: The TOGAF Architecture Development Method

**NEW QUESTION 10**

- (Topic 1)

Consider the illustration.



What are the items labelled A, B and C?

- A. A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum
- B. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks
- C. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture
- D. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture

**Answer: A**

**Explanation:**

The illustration shows the relationship between the Enterprise Continuum, the Architecture Continuum, and the Solutions Continuum, which are key concepts in the TOGAF framework. The Enterprise Continuum is a view of the Architecture Repository that shows how generic foundation architectures can be leveraged and specialized to support the requirements of an individual organization. The Architecture Continuum specifies a structured classification for architectural artifacts, such as models, patterns, and descriptions, that can be reused and adapted across different domains and levels of abstraction. The Solutions Continuum identifies implemented solutions that support various stages of business and IT capability evolution, such as common systems, industry solutions, and organization-specific solutions. The illustration also shows how the architecture context and requirements are influenced by external factors, such as business drivers, stakeholders, and standards, and how they shape the generic and specific architectures and solutions. The illustration also shows how the deployed solutions become part of the architecture context for future iterations of the architecture development cycle. References:

- TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Architecture Repository, Section 6.2 Enterprise Continuum.
- TOGAF Standard, 10th Edition, Part IV: Architecture Content Framework, Chapter 35: Enterprise Continuum and Tools, Section 35.1 Introduction.

**NEW QUESTION 10**

- (Topic 1)

In which phase of the ADM cycle do building blocks become implementation-specific?

- A. Phase B
- B. Phase C
- C. Phase D
- D. Phase E

**Answer: D**

**Explanation:**

Building blocks are reusable components of business, IT, or architectural capability that can be combined to deliver architectures and solutions. Building blocks can be defined at various levels of detail, depending on the stage of architecture development. In the earlier phases of the ADM cycle (A to D), building blocks are defined in generic terms, such as logical or physical, to provide a high-level view of the architecture. In Phase E: Opportunities and Solutions, building blocks become implementation-specific, meaning that they are linked to specific products, standards, technologies, and vendors that are available in the market. This phase also identifies the delivery vehicles, such as projects, programs, or portfolios, that will realize the building blocks. References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

**NEW QUESTION 14**

- (Topic 1)

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Completion of the projects to implement the changes necessary to reach the adjusted target state.	Purpose and constraints on the implementation team. (Gap, Architecture Requirement Specification, Control) How stakeholder priority and preference adjust in response to success, value, effort, and risk of change. (Stakeholder Requirements)

Which ADM Phase does this describe?

- A. Phase E
- B. Phase G
- C. Phase A
- D. Phase F

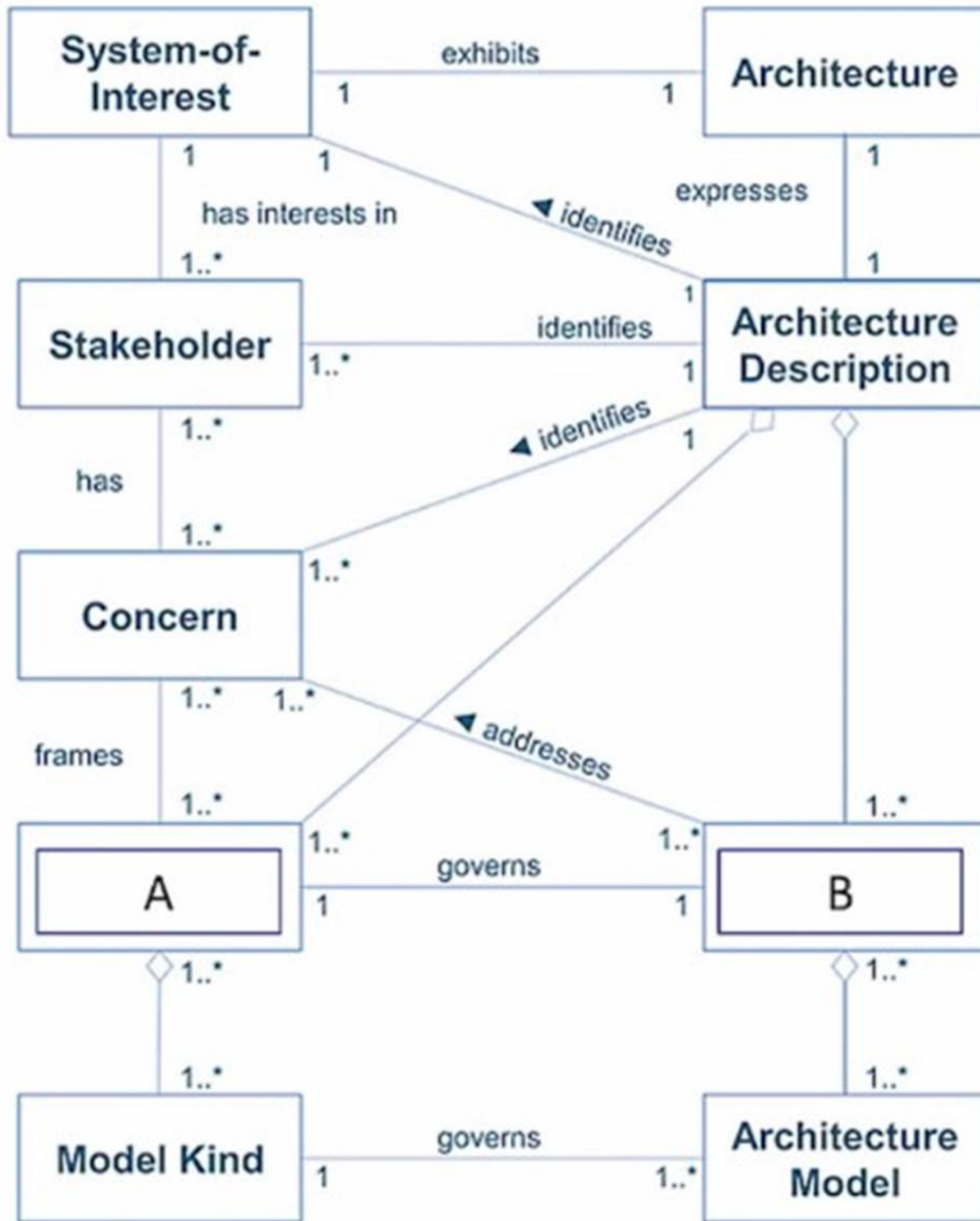
**Answer:** B

**Explanation:**

The table describes the output, outcome, and essential knowledge of an ADM phase that oversees the implementation of changes necessary to reach the adjusted target state. This corresponds to Phase G, also known as Implementation Governance, which ensures that the architecture defined in earlier phases is realized, and it oversees the development and implementation of projects to align with this architecture. The essential knowledge required during this phase includes understanding constraints on the implementation team and adjusting stakeholder priority and preference in response to success, value, effort, and risk of change.  
 References: TOGAF Version 9.1 - 1

**NEW QUESTION 18**

- (Topic 1)



Consider the image showing basic architectural concepts. What are items A and B?

- A. A-Architecture Viewpoint, B-Architecture View
- B. A-Architecture Board, B-Architecture Capability
- C. A-Candidate Architecture, B-Trade-off
- D. A-Requiremen
- E. B-Candidate Architecture

**Answer:** A

**Explanation:**

? The image shows a diagram that illustrates the basic concepts of architecture description as defined by the ISO/IEC/IEEE 42010:2011 standard<sup>1</sup>, which is also adopted by the TOGAF standard<sup>2</sup>.

? According to the ISO/IEC/IEEE 42010:2011 standard, an architecture description is a work product used to express an architecture, and it consists of one or more architecture views<sup>1</sup>.

? An architecture view is a representation of a system from the perspective of a related set of concerns, and it conforms to an architecture viewpoint<sup>1</sup>.

? An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns<sup>1</sup>.

? Therefore, the correct answer is option A, which identifies the items labeled as ??A?? and ??B?? in the image as an architecture viewpoint and an architecture view, respectively. References:

? 1: ISO/IEC/IEEE 42010:2011 - Systems and software engineering — Architecture description1

? 2: TOGAF Standard, Version 9.2 - Part IV: Architecture Content Framework -31. Architectural Artifacts2

#### NEW QUESTION 20

- (Topic 1)

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

- A. Phases G and H
- B. Phases F
- C. Phases B C and D
- D. Phase E

**Answer:** D

#### Explanation:

In Phase E of the ADM cycle, building block gaps become associated with work packages that will address the gaps. This phase involves creating an Implementation and Migration Plan that defines a set of work packages and Transition Architectures that will deliver the Target Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.5 Phase E: Opportunities & Solutions.

#### NEW QUESTION 24

- (Topic 1)

Consider the following ADM phases objectives.

Objective

1- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

2- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

3- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

4- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

Which phase does each objective match?

- A. 1E-2F-3E-4F
- B. 1G-2E-3F-4F
- C. 1E-2E-3F-4F
- D. 1F-2E-3F-4G

**Answer:** B

#### Explanation:

According to the TOGAF standard, the objectives of each ADM phase are as follows1:

•Phase E: Opportunities and Solutions

oDetermine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

oIdentify and group major work packages within the Architecture Roadmap

oIdentify and group major implementation projects to realize the Architecture Roadmap oIdentify dependencies between increments and projects

oEstimate cost, benefit, and risk at a high level for each increment and project oConduct initial prioritization and sequencing of the Architecture Roadmap and projects

•Phase F: Migration Planning

oGenerate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

oConfirm the Transition Architectures with relevant stakeholders

oCreate the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities

oConfirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders

•Phase G: Implementation Governance

oFinalize the Architecture Roadmap and the supporting Implementation and Migration Plan oEnsure conformance with the Target Architecture by implementation projects

oPerform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests

oEnsure that the architecture lifecycle is maintained

oEnsure that the Architecture Governance Framework is executed

•Phase H: Architecture Change Management

oEnsure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

oManage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan

oMonitor the implementation projects and Transition Architectures oManage changes to the architecture baseline

oManage changes to the Architecture Capability

Therefore, the correct matching of the objectives and the phases is:

•1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

•2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

•3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

•4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

References: 1: The TOGAF Architecture Development Method

#### NEW QUESTION 27

- (Topic 1)

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

- A. Guidelines and templates used to create new architectures
- B. Specifications to which architectures must conform
- C. A record of the governance activity across the enterprise
- D. Processes to support governance of the Architecture Repository

**Answer:** A

**Explanation:**

The class of information known as the Reference Library within the Architecture Repository contains guidelines and templates used to create new architectures. The Reference Library provides a set of resources that can be leveraged or customized for specific architecture development purposes. It includes generic building blocks, patterns, models, standards, frameworks, methods, techniques, best practices, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

**NEW QUESTION 28**

- (Topic 1)

Complete the sentence The Architecture Landscape is divided into levels known as \_\_\_\_\_.

- A. Gaps Plateaus, and Target Architectures
- B. Baselin
- C. Transition and To Be Architectures
- D. Segment Strategic and Capability Architectures
- E. Transitional Complete and incremental Architectures

**Answer:** C

**Explanation:**

The Architecture Landscape is divided into levels known as Segment Strategic and Capability Architectures. These levels correspond to different scopes and purposes of architectures within an enterprise. Segment Architectures are architectures that address specific business units, functions, or processes within an enterprise. Strategic Architectures are architectures that provide a high-level view of the enterprise's vision, goals, and direction. Capability Architectures are architectures that address specific business capabilities or services that span multiple segments or domains. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

**NEW QUESTION 30**

- (Topic 1)

Consider the following statement:

According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities

Which deliverable is being referred to?

- A. An Architecture Contract
- B. The Architecture Definition Document
- C. The Architecture Vision
- D. The Statement of Architecture Work

**Answer:** A

**Explanation:**

An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

**NEW QUESTION 32**

- (Topic 1)

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA Capability
- B. An Enterprise Architecture
- C. An EA framework
- D. An EA repository

**Answer:** A

**Explanation:**

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility. References: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

**NEW QUESTION 33**

- (Topic 1)

What are the four architecture domains that the TOGAF standard deals with?

- ? Business, Data, Application, Technology
- ? Capability, Segment, Enterprise, Federated
- ? Baseline, Candidate, Transition, Target

- A. Application, Data, Information, Knowledge

**Answer:** A

**Explanation:**

The TOGAF standard divides Enterprise Architecture into four primary architecture domains: business, data, application, and technology. These domains

represent different aspects of an enterprise and how they relate to each other. The business domain defines the business strategy, governance, organization, and key business processes. The data domain describes the structure of the logical and physical data assets and data management resources. The application domain provides a blueprint for the individual applications to be deployed, their interactions, and their relationships to the core business processes. The technology domain describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. Other domains, such as motivation, security, or governance, may span across these four primary domains. References:

? The TOGAF Standard, Version 9.2 - Core Concepts

? Domains - The Open Group

? TOGAF® Standard — Introduction - Definitions - The Open Group

? The TOGAF Standard, Version 9.2 - Definitions - The Open Group

? TOGAF and the history of enterprise architecture | Enable Architect

#### NEW QUESTION 34

- (Topic 1)

Complete the sentence When considering agile development Architecture to Support Project will identify what products the Enterprise needs the boundary of the products and what constraints a product owner has. this defines the Enterprise's \_\_\_\_\_.

- A. operations
- B. backlog
- C. workflow management
- D. lifecycle economics

**Answer:** B

#### Explanation:

When considering agile development, Architecture to Support Project will identify what products the enterprise needs, the boundary of the products, and what constraints a product owner has. This defines the enterprise's backlog. A backlog is a list of features or tasks that need to be done to deliver a product or service. It is prioritized by the product owner based on the value and urgency of each item. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.5 Architecture to Support Project.

#### NEW QUESTION 37

- (Topic 1)

Complete the sentence A business scenario describes \_\_\_\_\_

- A. shortfalls between the Baseline and Target Architectures
- B. business domain gaps such as cross-training requirements
- C. business and technology environment in which those problems occur
- D. general rules and guidelines for the architecture being developed

**Answer:** C

#### Explanation:

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

#### NEW QUESTION 40

- (Topic 1)

According to the TOGAF standard, what term describes an individual with an interest in a system?

- A. stakeholder
- B. consumer
- C. lead architect
- D. sponsor

**Answer:** A

#### Explanation:

According to the TOGAF Standard, 10th Edition, a stakeholder is ??an individual with an interest in a system?? 1. A stakeholder can be anyone who is affected by the system, or who can influence or be influenced by the system. Stakeholders can have different roles, perspectives, and concerns regarding the system, and they can be internal or external to the organization. Stakeholder management is a technique that helps to identify, analyze, and engage the stakeholders of an architecture project, and to address their needs and expectations 2. The other options are not correct, as they are not the term used by the TOGAF Standard to describe an individual with an interest in a system. A consumer is ??an individual or group that uses a product or service?? 1. A lead architect is ??an individual who is responsible for leading the development of an architecture?? 1. A sponsor is ??an individual who provides funding and support for an architecture project?? 1. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 2: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management.

#### NEW QUESTION 42

- (Topic 1)

Consider the following statements:

\* 1. Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures

\* 2. Partnerships and alliances of businesses working together, such as a consortium or supply chain

What are those examples of according to the TOGAF Standard?

- A. Enterprises
- B. Organizations
- C. Business Units
- D. Architectures Scopes

**Answer:** D

**Explanation:**

According to the TOGAF standard, the two statements provided refer to different scopes within which architecture can be developed:

? Groups of countries, governments, or governmental organizations working together typically align with broader, often international, scopes of architecture that transcend individual enterprise boundaries.

? Partnerships and alliances of businesses working together, such as a consortium or supply chain, refer to collaborative efforts that can define architecture at a scope involving multiple enterprises.

In both cases, the term "Architecture Scopes" is appropriate because it reflects the varying levels and contexts in which architectures can be defined, ranging from single business units to collaborative inter-organizational efforts.

**NEW QUESTION 43**

- (Topic 1)

Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

- A. Rationale
- B. Name
- C. Statement
- D. Implications

**Answer:** D

**Explanation:**

The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology<sup>23</sup>. It also identifies the changes, costs, and risks that may result from applying the principle<sup>23</sup>. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture<sup>23</sup>. The other sections of the TOGAF template for Architecture Principles are<sup>1</sup>:

•Name: This section provides a short and memorable name for the principle that represents its essence and purpose<sup>23</sup>. The name should not mention any specific technology or solution<sup>23</sup>.

•Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes<sup>23</sup>. The statement should be clear, unambiguous, and testable<sup>23</sup>.

•Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers<sup>23</sup>. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on<sup>23</sup>.

References: 2: The TOGAF Standard, Version 9.2 - Architecture Principles 3: TOGAF 8.1.1 Online - Architecture Principles 1: Architecture Principles Template

**NEW QUESTION 48**

- (Topic 1)

What are the four dimensions used to scope an architecture?

- A. Business Data Application Technology
- B. Strategy Segment Capability Budget
- C. Breadth Depth Time Period Architecture Domains
- D. Strategy Portfolio Project Solution Delivery

**Answer:** C

**Explanation:**

? The four dimensions used to scope an architecture are Breadth, Depth, Time Period, and Architecture Domains<sup>1</sup>, p. 8.

? Breadth refers to the extent of the enterprise covered by the architecture, which can range from a specific business unit to the entire organization<sup>1</sup>, p. 8.

? Depth refers to the level of detail and completeness of the architecture, which can vary depending on the purpose, scope, and stakeholders of the architecture<sup>1</sup>, p. 8.

? Time Period refers to the temporal aspects of the architecture, such as the current state, the target state, and the transition plan<sup>1</sup>, p. 8.

? Architecture Domains refers to the classification of the architecture into four domains: Business, Data, Application, and Technology<sup>1</sup>, p. 8.

? These four dimensions help define the scope and boundaries of the architecture and ensure that it meets the needs and expectations of the stakeholders.

References:

? 1: The Open Group (2018). The TOGAF® Standard, Version 9.2. 1

**NEW QUESTION 50**

- (Topic 1)

What are the following activities part of?

- . Risk classification
- . Risk identification
- . Initial risk assessment

- A. Security Architecture
- B. Phase A
- C. Phase G
- D. Risk Management

**Answer:** D

**Explanation:**

Risk management is a generic technique that can be applied across all phases of the Architecture Development Method (ADM), as well as in the Preliminary Phase and the Requirements Management Phase<sup>2</sup>. Risk management involves the following steps<sup>1</sup>:

•Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational, environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.

•Risk classification: This step involves categorizing the risks based on their nature, source, impact, and priority. The risks can be classified according to different criteria, such as time, cost, scope, quality, security, or compliance. The classification helps in prioritizing the risks and allocating resources and efforts to address them effectively.

•Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.  
References: 1: The TOGAF Standard, Version 9.2 - Risk Management 2: TOGAF ADM: Top 10 techniques – Part 9: Risk Management

### NEW QUESTION 53

- (Topic 1)

Which section of the TOGAF template for Architecture Principles should describe the relationship to other principles?

- A. Name
- B. Rationale
- C. Statement
- D. Implications

**Answer: B**

#### Explanation:

According to the TOGAF template for Architecture Principles, the Rationale section should describe the relationship to other principles, as well as the business benefits and the intentions of adhering to the principle. The Rationale section should use business terminology and point to the similarity of information and technology principles to the principles governing business operations. The Rationale section should also explain how the principle supports the achievement of the business objectives and key architecture drivers. References:

- ? Architecture Principles Template
- ? The TOGAF Standard, Version 9.2 - Architecture Principles
- ? The Open Group Exam OGEA-103 Topic 1 Question 4 Discussion

### NEW QUESTION 56

- (Topic 1)

Which of the following best describes purpose of the Business Scenarios?

- A. To identify risk when implementing an architecture project
- B. To identify and understand requirements
- C. To catch errors in a project architecture early
- D. To guide decision making throughout the enterprise

**Answer: B**

#### Explanation:

Business scenarios are a technique for capturing, clarifying, and communicating the functional and non-functional requirements of a system. Business scenarios describe the business environment, the actors involved, the desired outcomes, and the processes or rules that govern the behavior of the system. Business scenarios are useful for ensuring that the architecture addresses the real needs and concerns of the stakeholders, and for validating and testing the architecture against expected

situations. Business scenarios are developed in Phase A: Architecture Vision of the ADM cycle, and refined and updated throughout the other phases<sup>3</sup>

References: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 26: Business Scenarios : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision

### NEW QUESTION 60

- (Topic 1)

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

- A. Corporate governance
- B. Architecture governance
- C. IT governance
- D. Technology governance

**Answer: B**

#### Explanation:

According to the TOGAF Standard, 10th Edition, architecture governance is ??the practice by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level?? 1. Architecture governance ensures that the architecture development and implementation are aligned with the strategic objectives, principles, standards, and requirements of the enterprise, and that they deliver the expected value and outcomes. Architecture governance also involves establishing and maintaining the architecture framework, repository, board, contracts, and compliance reviews 1. The other options are not correct, as they are not the term used by the TOGAF

Standard to describe the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level. Corporate governance is ??the system by which an organization is directed and controlled?? 2, and it covers aspects such as leadership, strategy, performance, accountability, and ethics. IT governance is ??the system by which the current and future use of IT is directed and controlled?? 2, and it covers aspects such as IT strategy, policies, standards, and services. Technology governance is ??the system by which the technology decisions and investments are directed and controlled?? 3, and it covers aspects such as technology selection, acquisition, deployment, and maintenance. References: 1: TOGAF Standard, 10th Edition, Part VI: Architecture Governance, Chapter 44: Introduction. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Series Guide: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Part II: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Chapter 5: Technology Governance.

### NEW QUESTION 62

- (Topic 1)

Which of the following best describes the purpose of the Architecture Roadmap?

- A. It provides for effective communication of the end architecture project to the stakeholders
- B. It is sent from the sponsor and triggers the start of an architecture development cycle
- C. It forms the basis of a contractual agreement between the sponsor and the architecture organization

D. It lists work packages on a timeline showing progress towards the Target Architecture

**Answer:** D

**Explanation:**

The purpose of the Architecture Roadmap is to provide a high-level view of how the Baseline Architecture will transition to the Target Architecture over time. It lists work packages on a timeline showing progress towards the Target Architecture, as well as dependencies, risks, and benefits. The Architecture Roadmap forms part of the Implementation and Migration Plan and guides the execution of the architecture projects. References: <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html>

**NEW QUESTION 63**

- (Topic 1)

Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy, Portfolio,

- A. Project, and Solution Delivery.
- B. Subordinate, and Superior Architecture.
- C. Discreet, and Cohesive.
- D. Segment, and End-to-end Target Architecture.

**Answer:** D

**Explanation:**

The planning horizon, depth, and breadth of an Architecture Project, along with the contents of the EA Repository, are typically framed by Strategy, Portfolio, Segment, and End-to-end Target Architecture. The 'Segment' refers to a part of the organization, typically addressed in a Segment Architecture, while 'End-to-end Target Architecture' encompasses the complete view of the planned architecture across the entire organization.

**NEW QUESTION 66**

- (Topic 1)

Which of the following best describes the need for the ADM process to be governed?

- A. To enable development of reference architectures
- B. To verify that the method is being applied correctly
- C. To enable a fast response to market changes
- D. To permit the architecture domains to be integrated

**Answer:** B

**Explanation:**

According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner<sup>1</sup>. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria<sup>1</sup>. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process<sup>1</sup>.

Some of the benefits of governing the ADM process are<sup>2</sup>:

- Improved alignment of the architecture with the business strategy and objectives
  - Enhanced stakeholder engagement and communication
  - Increased reuse and integration of architecture assets and resources
  - Reduced complexity and duplication of architecture efforts
  - Increased agility and adaptability of the architecture to changing needs and requirements
  - Improved compliance and auditability of the architecture outcomes and outputs
- References: 1: Architecture Governance 2: Architecture Governance Benefits

**NEW QUESTION 70**

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture.

During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed,

with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.

A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.

Refer to the scenario

You have been asked to explain how you will initiate the architecture project. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list
- B. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective
- C. You would then use that to build consensus among the key stakeholders.
- D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholder
- E. Running a pilot project will save time and money later in the process
- F. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture

- G. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- H. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique
- I. This will allow you to understand the systems and integrations with local partner
- J. You would use stakeholder analysis to identify key players in the engagement, and to understand their concern
- K. You will then identify and document the key high-level stakeholder requirements for the architectur
- L. You will then generate high level definitions of the baseline and target architectures.
- M. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
- N. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business need
- O. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

**Answer: C**

**Explanation:**

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project<sup>1</sup>:

- ? Establish the architecture project
- ? Identify stakeholders, concerns, and business requirements
- ? Confirm and elaborate business goals, business drivers, and constraints
- ? Evaluate business capabilities
- ? Assess readiness for business transformation
- ? Define scope
- ? Confirm and elaborate Architecture Principles, including business principles
- ? Develop Architecture Vision
- ? Define the Target Architecture value propositions and KPIs
- ? Identify the business transformation risks and mitigation activities
- ? Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture<sup>2</sup>. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations<sup>3</sup>. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions<sup>4</sup>.

The other answers are not the best approach for architecture development, because:

- ? Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.
- ? Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.
- ? Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

References:<sup>1</sup>The TOGAF Standard, Version 9.2 - Architecture Vision<sup>2</sup>The TOGAF Standard, Version 9.2 - Business Scenarios<sup>3</sup>: [The TOGAF Standard, Version 9.2 - Stakeholder Management]<sup>4</sup>: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

**NEW QUESTION 73**

- (Topic 2)

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change
- B. This will allow the risks associated with the transformations to be identified, classified, and mitigated for
- C. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan
- D. The business value, effort, and risk associated for each transformation should be determined.
- E. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architecture
- F. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique
- G. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architecture
- H. A value realization process should then be established to ensure that the concerns raised are addressed.
- I. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized
- J. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture
- K. This should include the development of a matrix showing the interoperability requirements

- L. These can then be included within the transformation strategy embedded in the target transition architecture
- M. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- N. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architectur
- O. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identifie
- P. The Transition Architecture should then be planned to use a state evolution table.

**Answer: A**

**Explanation:**

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures<sup>1</sup> References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

**NEW QUESTION 74**

- (Topic 2)

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
- B. Using the matrix as a planning tool, regroup the work packages to account for dependencie
- C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruptio
- D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- E. You recommend that a Consolidated Gap
- F. Solutions and Dependencies Matrix is used as a planning tool for creating work package
- G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc
- H. Group the similar solutions together to define the work package
- I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
- J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraint
- K. A Consolidated Gap
- L. Solutions and Dependencies Matrix should also be create
- M. For each ga
- N. identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc
- O. Group similar activities together to form work package
- P. Identify dependencies between work packages factoring in the clinical trial schedule
- Q. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- R. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procure
- S. Eliminate any duplicate
- T. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matri
- . Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architecture
- . Schedule the roll out of the work packages to be sequential across the geographic regions.

**Answer: B**

**Explanation:**

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture<sup>123</sup>

The steps for creating work packages using this technique are:

? For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

? Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.

? Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work

packages, and the constraints or risks that may affect their implementation.

? Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

? Document the work packages and the Capability Increments in an Architecture

Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

## NEW QUESTION 79

- (Topic 2)

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability.

The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new

architecture enabling AI and Machine Learning. Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partner
- B. This plan should include a report that summarizes the key features of the architecture reflecting their requirement
- C. You will check with each key stakeholder that their concerns are being addressed
- D. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- E. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map
- F. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document
- G. The requirements will include risk mitigation through regular assessment
- H. This will also allow a supervised agile implementation of the continuous Machine Learning.
- I. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution
- J. This ensures that all the necessary data and detail is addressed
- K. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the model
- L. Agility will be considered during Phase G Implementation Governance.
- M. You recommend creation of a set of business models that can be applied uniformly across all architecture project
- N. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed
- O. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.

**Answer: B**

### Explanation:

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively<sup>1</sup>

The steps for creating a Stakeholder Map are:

? Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.

? Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.

? Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.

? Record the stakeholders and their concerns in a Stakeholder Map, which shows

the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

? An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.

? The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.

? The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process<sup>2</sup>

? The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions<sup>3</sup>

? This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile

implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

#### NEW QUESTION 80

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

Based on the TOGAF Standard, which of the following is the best answer?

- A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization
- B. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract
- C. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization
- E. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract
- F. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- G. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management
- H. Third-party contracts must be legally enforceable
- I. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.
- J. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the location
- K. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary
- L. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local need
- M. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

**Answer: C**

#### Explanation:

? According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>1</sup>. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives<sup>1</sup>.

? In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.

? The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.2<sup>2</sup>. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

? The other options are not correct because they either<sup>23</sup>:

\* A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

\* B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

\* D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or

desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

References:

? 1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions

? 2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts

? 3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

### NEW QUESTION 83

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity. The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

Based on the TOGAF standard which of the following is the best answer?

- A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture
- B. You would make recommendations for change requirements to address the situation and create a change request
- C. You would manage a meeting of the Architecture Board to assess and approve the change request
- D. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.
- E. You would monitor for technology changes from your existing suppliers that could improve resilience
- F. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture
- G. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture
- H. You would prepare change requests to address identified gap
- I. You would add the changes implemented to the Architecture Repository.
- J. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture
- K. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level
- L. Changes should be made to the baseline description of the Technology Architecture
- M. The changes should be approved by the Architecture Board and implemented by change management techniques.
- N. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attack
- O. You would identify the departments involved and have them nominate representative
- P. You would then tailor checklists to address the requirement for increased resilience
- Q. You would circulate to the nominated representatives for them to complete
- R. You would then review the completed checklists, identifying and resolving issues
- S. You would then determine and present your recommendations.

**Answer:** A

### Explanation:

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project<sup>123</sup>

The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:

? Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

? Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.

? Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

? Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

? Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

### NEW QUESTION 85

- (Topic 2)

Please read this scenario prior to answering the question

You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road. The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future. The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.

Refer to the scenario

You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?

Based on the TOGAF standard which of the following is the best answer?

- A. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framework
- B. This will describe the relationship with each part
- C. Digital certificates are a key part of the framework and will be used to create trust between parties
- D. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
- E. You will perform a qualitative risk assessment for the data assets exchanged with partner
- F. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occur
- G. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
- H. You will focus on data quality as it is a key factor in risk management
- I. You will identify the datasets that need to be safeguarded
- J. For each dataset, you will assign ownership and responsibility for the quality of data needed
- K. A security classification will be defined and applied to each dataset
- L. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
- M. You will create a security domain model so that assets with the same level can be managed under one security policy
- N. Since data is being shared across partners, you will establish a security federation to include the
- O. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications
- P. You would undertake a risk assessment determining risks relevant to specific data assets.

**Answer: D**

**Explanation:**

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assets within each domain, the security policies for each domain, and the relationships and dependencies between the domains<sup>1</sup>

Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications<sup>2</sup>

A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation<sup>3</sup>

Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

**NEW QUESTION 87**

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